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## Implementing Variance Analysis Using A Change Management Framework.

### Abstract

Bendigo Health Care Group (BHCG) is conducting a project to implement variance analysis using a change management framework. The Group's Collaborative Health Education and Research Centre (CHERC) is managing the project. The Department of Human Services (Victoria) funded the project through its Quality Improvement and Best Practice Funding Program.

This project is implementing variance analysis at BHCG and Kerang and District Hospital using a change management framework. The project builds on the current clinical pathways program, and was designed to overcome problems identified in implementing variance analysis. The strength of the project is an evaluation of the process and outcomes of implementing variance analysis in hospitals in a provincial city and rural area. The methods used during the project will be presented and will be transferable to other organisations wishing to implement a variance analysis and to those experiencing difficulty with implementation. The electronic variance analysis program, developed during the project, will be demonstrated during the presentation.

Implementing effective variance analysis requires change to take place - change in clinical practice and change in systems - and therefore the principles of effective change management have underpinned this project. Based on change management principles clinicians working on the units are involved in the planning and implementation process, giving them a feeling of ownership of the process and outcomes and therefore a willingness to accept the change. The desired outcome will be a clinical team that understands, supports and is willing and able to sustain the variance analysis process.

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